

REBECCA RADCLIFFE

QR: [linkedin.com/in/rebeccaradcliffe](https://www.linkedin.com/in/rebeccaradcliffe)

612-619-8626 * 5785 150 St SE, Prior Lake 55372 * Email: rebecca@rebeccaradcliffe.com



PROJECT MANAGEMENT PROFILE

For more than 20 years, have managed projects with clients/customers/professionals; have identified needs and requirements, proposed solutions, worked with teams to set goals, budgets, and timelines, managed deadlines and deliverables, and worked toward solution launch and results reporting. Strong communications, analytical, relationship building, problem solving, motivational, and consulting skills.

EDUCATION

MBA	Innovation, Program Development, & Marketing	University of St Thomas
	<i>With trip to Japan, Taiwan, Hong Kong to study quality/process improvement at Mitsubishi, Chambers, Continental Can, etc.</i>	
Mini-MBA	E-Commerce	University of St Thomas
	<i>Project Management Training, IT Management, Customer Service, Security, Metrics, Systems Architecture</i>	
BA 3.85 GPA	English (Communications)	University of Minnesota
BS 3.85 GPA	Education /Minor: Future Studies & Systems Theory	University of Minnesota

And:

Lean Six Sigma Training/Process Improvement (Essentia Leadership Training)

Diversity/Inclusivity In Healthcare 2012 and 2013

FEMA ICS 100 (Incident Command)

PROFESSIONAL EXPERIENCE

HR Manager, Essentia Health

Responsible for forecasting future workforce needs based on health care trends and analytics, shifting educational strategy and community outreach, and utilizing recruiting, retention, and engagement activities to meet near and long-term goals.

Project Manager (PM/PM'd) Roles at Essentia:

- 1) Created Health Career Exploration Webpage:** Initiated branded (“Your Future is Bright”) digital solution to reduce FTE requirement to handle system-wide community requests for career information involving job roles, photos, and videos; Value Added: Save FTEs, provide tool for career outreach, and inspire interest in health jobs for future workforce.
- 2) MHA Workforce Data Tool (Towers Watson):** Worked with HRIS to gather required data on 38 key professions (some offline via Excel) for MN Hospital Association’s annual benchmarking effort to identify system-specific and state workforce benchmarks; Value Added: Key workforce planning data with risk of retirement and turnover measures.
- 3) Nursing Education Survey:** Worked with Nursing Executive Council to identify system-wide gap for achieving magnet-status requirement of 80% 4-yr degree-prepared RNs by surveying 3200 RNs across 18 facilities with 92% response rate; Value Added: Data added to HRIS system for future studies. Prepared/presented findings to leadership.
- 4) Reduce Surgical Risk:** Worked closely with Surgery Department to reduce unscheduled observers in OR suites by reviewing workflow, identifying essential learners and alternatives, creating new process and communications, and handling push-back; piloted in two sites and rolled out to region; Value Added: Reduced risk of distraction, infection, compromised privacy with new scheduling policy and process to cap number of observers per OR.
- 5) Education Policy Change:** Championed team-based review/policy change with yes/no decision grid for educational requests to better utilize clinical capacity to prepare future workforce; Value Added: Improved ROI for clinical training through local learner preference; preferred educational programs and institutions; suspension of tours/job shadows.

Project Team Member at Essentia:

- 1) **MyHR Governance Team:** Served on HRIS team responsible for planning, designing, mapping, and building MyHR site for employees and managers. Value Added: one-stop electronic resource site (policies, toolkits, forms, FAQ) for greater user satisfaction and lower HR FTE.
- 2) **Application Tracking Process Improvement Team:** Part of HR ATS team charged with improving customer satisfaction through increased responsiveness to applicants. Value Added: Every applicant receives multiple status notifications and can track progress on their applicant account.
- 3) **NE MN STEM Council:** Joined professional leadership team to create NE MN STEM Council. Value Added: Promote STEM careers regionally via clear with mission/goals, annual meetings, creation of regional STEM inventory.
- 3) **Duluth@Work Advisory Council:** Proposed focus on CNA and IT career paths with coached clients as a member of collaborative effort to increase city employment; Value Added: Received DEED grant for this realistic career pathway.

Grant Project Director, State of MN

As Minnesota's PM, designed plan to achieve requirements (qualitative data analysis, collaborative labor market data, digital communications for transparency) for HRSA federal grant (Health Resources Services Administration--administered by Governor's Workforce Development Council [GWDC] via HealthForce MN at WSU). Managed work teams, budgets, deadlines, communications, deliverables, and project reporting on HRSA website. (1 of 24 states)

- Organized/facilitated 21 state focus groups with 750+ professionals, administrators, educators, and policymakers
- Analyzed qualitative data and reported findings to GWDC Steering Committee.
- Managed creation of website for project updates and communications
- Interviewed key leaders to identify strategic direction and opportunities (Deans of MN colleges/universities)
- Convened Data Task Force to generate collaborative labor market data presented at regional meetings

Value Added: Public GWDC report on status and opportunities to increase Minnesota's primary care provider workforce.

Principal, Rebecca Radcliffe Project Management Consulting

Independent project management consultant for healthcare, government, and business clients to meet varied business requirements and goals. Coordinated diverse teams, budgets, contracts, schedules, communications, deadlines, and deliverables; reported outcomes, and results. Worked with all levels of organizations, large and small committees, short and long term projects.

Sample Projects:

- **SAP:** (an Enterprise Software company): created plain-speak nationwide technical training catalogues and corporate recruitment materials. Value Added: Increase training volume; more effective university outreach to "seed" customers
- **Fairview Health System: (PM'd 11 projects, most involving qualitative data gathering and analysis)**
 1. Helped improve competitive position and user satisfaction for cardiac, cancer, and birthing services, patient education, and doctors. Designed process, gathered qualitative patients, physicians, and staff data, analyzed and reported outcomes. Value Added: new communication, program delivery and patient support activities.
 2. Helped gain stakeholder buy-in for Fairview-University and Red Wing mergers. Designed process to obtain qualitative data from 200 key leaders to guide branding decisions, analyzed data, prepared report for Administration, and presented to staff. Value Added: Stakeholders felt heard and accepted naming change.
 3. Worked with local tribes to bridge differences and create inter-tribal Native American drum ceremony for launch of Birthplace. Value Added: Greater community goodwill for diverse patient base.
- **MN Fire & Casualty:** PM'd creation of appealing, plain-speak photo-based product customer brochures (10 projects over 6 years--replaced highly technical handouts). Value Added: Support and increase sales.
- **Scott County:**
 1. PM'd qualitative data-based Community Health Assessment: created and led process (27 diverse focus groups in 5 communities), analyzed data, prepared report and recommendations, and presented findings. Value Added: improved program/fiscal planning for weather disaster and flu vaccination education.

2. PM'd qualitative data-based process to help shape County's 2030 Strategic Plan. For People and Public Safety Team, designed and conducted community and key stakeholder input process. Prepared findings reports and follow-up leaders' retreat. Value Added: 2030 Strategic Plan shaped by community input.

Vice President of Marketing, The Renfrew Center, Philadelphia, PA (Mental health residential facility)

Responsible for developing and executing all planning, tracking, data analysis, and reporting requirements for marketing, activities for national audiences: managed branding and collateral, ad and PR agencies, spokesperson, handled media requests and training, community and clinical outreach, special events, and clinical publications.

Results: 1000 in-patients in 3 years permitting expansion to second Florida site.

IS & T Project Manager (PM'd):

- Managed IT hardware and software customized network installation from vendor selection through staff training for patient management system, accounting, and payroll using WordPerfect, Paradox, and Lotus 123. Value Added: Gained efficiencies in employee productivity, marketing effectiveness, customer profiling, business volume, and revenue generation through billing accuracy. Absolutely essential to business success.
- Developed weekly and monthly data tracking/reporting process to evaluate marketing success and plan business activity and budgets; Value Added: measureable marketing results and customer insights to drive business volume

COMPUTER AND TECHNOLOGY SKILLS

Office: Word, PowerPoint, Excel, Outlook

Social Media: Facebook, LinkedIn, Twitter

Website Development & Graphic Design: Dreamweaver, InDesign, Grab, Photoshop, Quark, iMovie

Varied employer web content update, security system, HR, database and accounting software

ADDITIONAL EXPERIENCE

Market Planning Manager, Medtronic

Marketing/Planning Manager, Mt Sinai Hospital

Training & Development Specialist, Metropolitan Medical Center

High School Teacher—Video & English, Forest Lake School District

Recruiter, A. Allen Placement Agency—Commissioned Sales

APPENDIX I: REBECCA RADCLIFFE'S CAPABILITIES PROFILE

Rebecca Radcliffe has more than 20 years of multi-faceted leadership experience analyzing problems, creating innovative yet practical solutions, managing projects, creating marketing, strategic, and communications plans, facilitating critical meetings, and monitoring key trends with corporate, healthcare, non-profit, and government organizations and professionals. Her creative, strategic, and visionary skills help shape dynamic and successful futures.

PROJECT MANAGEMENT	
Create. Lead, and Work Collaboratively with Team(s)	Manage Outcomes & Deliverables
Create Timelines & Manage Deadlines	Prepare & Deliver Presentations & Reports
Resource/Budget Planning & Management	Lead De-Briefings & Lessons Learned
STRATEGIC PLANNING & FUTURE VISIONING	
Strategic Planning	Trend Analysis
Strategy and Plan Development	Facilitate Focus Groups
Future-Think Tank Exercises	Sensitive Issue Interviews
Facilitation of Key Discussions	Data Analysis and Assessment
Framing Mission, Goals, and Strategy	SWOT Analysis
Business and New Product Development	Leadership Development Training
MARKETING & COMPETITIVE STRATEGY	
Marketing Strategy and Plan Development	Data Gathering and Analysis
Client Input Interviews and Focus Groups	Marketing Collateral Development
Qualitative and Quantitative Survey Design	SWOT Analysis: <i>Strengths, Weaknesses</i>
Customer Satisfaction Studies	<i>Opportunities, Threats</i>
COMMUNICATIONS, BRANDING, & SOCIAL MEDIA MANAGEMENT	
Develop and Produce Marketing Materials	Social Media Management: Twitter, FaceBook
Corporate Identity Campaigns	Web Page Development and Updates
Design and Print management	Newsletter Development/Editorial Services
Public Relations/Media Management:	Writing and Editing:
<i>Press Releases, Story Identification,</i>	<i>Articles, Web Features, Brochures,</i>
<i>Media Contact, Agency Liaison</i>	<i>Annual Reports, Speeches</i>
PRODUCT, PROGRAM & SERVICE DEVELOPMENT	
New Product/Service/Program Development	Launch Planning and Management
Resource Planning and Budgeting	Team Building and Vendor Relations
Market Positioning and Identity Development	Product/Service/Program Management
MEETING FACILITATION, TRAINING & PRESENTATIONS	
Leadership Retreats/Executive Visioning	Management and Employee Training
Community Forums and Focus Groups	Professional Meetings & Panel Discussion
EXECUTIVE WRITING AND EDITING	
Editing/Polishing Reports, Letters and Speeches	Ghost Writing Books, Articles and Memoirs
Message Shaping & Impact Improvement	Private Coaching
Corporate, Organization and Community Histories	Key Individual Profiles/Living Histories
COACHING: PROFESSIONAL AND PERSONAL DEVELOPMENT	
Supportive Communications to Support Goals	Individual Assessment & Goal-Setting
Stress Management, Life/Work Balance, Inner Life	Private Coaching & Group Classes
Cultivating Inner Strengths & Personal Wisdom	New Venture Planning & Implementation

APPENDIX II: REBECCA RADCLIFFE'S GOVERNMENT EXPERIENCE

HRSA'S PRIMARY CARE WORKFORCE DEVELOPMENT PLANNING: MINNESOTA'S PLAN

Outcomes: Created interactive website for communications, updates, and input
Organized and facilitated 21 statewide focus groups with 780+ health care professionals, administrators, educators, and policymakers: *"Great Ideas for Minnesota"*
Key educator discussions with Deans of: Winona State University, University of Minnesota, College of St Scholastica, Metropolitan State, Augsburg College, and St Catherine's University; MN Dept of Ed, MN Dept of Human Services, MN AHEC Network, Mayo College of Health Sciences, and Mayo Clinic
Convened Data Committee to create "State of State" collaborative data picture of health care jobs: Dept of Employment & Economic Development, MN State Colleges & Universities, MN Dept of Health, MN Hospital Association, Aging Services of MN

MINNESOTA DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED)

Outcomes: Front Reception Desk Training Manual: Security, Visitors, Facilities Reporting, Room Schedules, etc
Emergency Management Planning: staffed Security meetings, prepared special needs individualized evacuation plans, created colorized and labeled maps to assist managers with evacuation from 1st
National Bank skyscraper: 1,000 employees, 5 floors, 1 square city block
Energy Utilization Facility Analysis Data Tracking
Accounting projects: managing grant, payroll, and SWIFT transition files

SCOTT COUNTY BOARD 2030 STRATEGIC PLANNING

Goal: Policy planning: *"Envisioning Tomorrow's Future Today"* with People and Public Safety Team
Outcomes: Interviews with 16 Community Leaders from Various Fields and Findings Report
Development of Emerging Future Megatrends (5 key areas)
Scenario Planning based on Interviews and Megatrends
Facilitate Policy Development Conference
Prepare Summary Report

SCOTT COUNTY LIBRARY ADVISORY BOARD 2030 STRATEGIC PLANNING

Goal: Identify library services in the future, citizen needs, and library capabilities, especially given budget cuts
Outcomes: Facilitated 3 sessions in 2 years: created "future think" warm-ups and agendas for Library Director

SCOTT COUNTY COMMUNITY HEALTH ASSESSMENT

Goal: Gather citizen input for State-mandated Community Health Assessment.
Outcomes: Set up and facilitated 27 citizen focus groups.
Analyzed results and wrote summary report.

MN ASSOCIATION OF COUNTY SOCIAL SERVICES ADMINISTRATORS STRATEGIC PLANNING

Outcomes: *"Message in a Bottle: The Future of County-Level Health Care Delivery in Minnesota."*
Identify role of human services in the future, foster collaboration, and create action steps
Created and facilitated 2 full-day Strategic Planning Process: Future trends, small group brainstorming, group discussion of likely futures, exploration of policy implications, and identification of action steps.

DAKOTA COUNTY MANAGEMENT LEADERSHIP TRAINING

Outcomes: Series of leadership modules for manager/mentor pairs for guided leadership skill development
Identified key leadership resources on targeted skills,
Created critical questions to facilitate thinking and conversation, affirm accomplishments, highlight areas for growth, and set goals for action and follow-up.
Created pre- & post-tests. Titles:
*Become a WE Leader*What People Want*Active Listening*Common Mission*Making Horses Drink*

CITY OF PRIOR LAKE 2030 STRATEGIC PLAN

Goal: Citizen input to shape 2030 vision, goals, and priorities. Participated in two bi-annual strategic visionary meetings regarding transportation and communications initiatives.

CITY OF PRIOR LAKE FISCAL MANAGEMENT

Goal: Ran for City Council in 2010. Developed website, signage, ads, and collateral. Participated in televised debate. Came in second behind sophomore candidate for non-incumbent seat.

APPENDIX III: REBECCA RADCLIFFE'S HEALTHCARE PROJECT MANAGEMENT

Samples of Rebecca Radcliffe's comprehensive experience and skills in healthcare project management:

ESSENTIA HEALTH RURAL WORKFORCE PLANNING: CURRENT/EMERGING PROFESSIONS

Projects: Nursing Education Survey, NE Nursing Quarterly Roundtable; Pathways to Employment (CNA, Lab, IT); Digital Health Careers page; OR Observation Policy; Regional clinical training policy; NE STEM Council founder; Community Health Assessment; HRIS MyHR digital team, HR ATS process improvement

PRIMARY CARE WORKFORCE PLANNING: STRATEGIC CAPACITY DEVELOPMENT

Project: Conduct statewide planning process to identify strategies that will ensure adequate family medicine physicians, physician assistants, and nurse practitioners for the future

Client: Health Resources Services Admin, Governor's Workforce Development Council, HealthForce MN

Process: Designed regional planning process and invited submission of strategic ideas. Wrote Findings Report.

Outcomes: Created website. Led 21 meetings with 750 professionals. Received 14 strategic project submissions.

SENSITIVE ISSUE RESEARCH FOR FAIRVIEW MERGERS WITH UMN & REDWING

Project: Gain stakeholder buy-in for Fairview-University and Red Wing mergers.

Process: Obtain qualitative data from 200 key leaders to guide branding decisions, analyzed data, prepared report for Administration, and presented to staff.

Outcomes: Stakeholders felt heard and accepted naming change.

BREAST CANCER: POSITIONING

Project: Conduct competitive market analysis on metropolitan breast cancer programs ("secret shopper") for Fairview Health Services

Process: Designed questionnaire. Called competitors.

Outcome: Identified need for greater focus on client comfort and customer service

PATIENT ED: COMMUNICATIONS PLANNING

Project: Conduct patient satisfaction interviews on mothers pre & post-delivery (45) for Fairview

Process: Conducted individual and group interviews. Wrote summary report and made recommendations.

Outcome: Identified need for support and follow-up post delivery and additional education

OB/GYN: DIVERSITY, BRANDING, MARKETING & SERVICE DELIVERY

Project 1: Design and facilitate execution of Lakota blessing of Fairview Birthplace

Process: Identified goal. Identified, contacted, and discussed issues with key Lakota leaders. Negotiated ceremony design. Implemented schedule.

Outcome: Inter-Tribal Lakota drumming ceremony well attended by administration, clinicians, and staff.

Project 2: Creative branding and marketing for Fairview Birthplace: collateral & advertising strategy

Process: Coordinate advertising, design firm, and department leadership to identify goals, budget, and tactics for name program rollout and image building.

Outcome: Patient-centered comprehensive materials for premiere birthing services

Project 3: Fairview Southdale Ob/Gyn patient, nurses, and physician research interviews (45)

Process: Met with committee to set goals and identify critical issues. Designed process. Set up and conducted interviews. Analyzed results and assembled findings report.

Outcome: Increase patient-centered scheduling & responsiveness for birthing unit

MENTAL HEALTH: STRATEGIC PLANNING

Project: Create marketing plan

Client: Hazelton Teen Rehabilitation Services

Goal: Hazelton recognized rehab services leader

PHYSICIAN PRACTICE BRAND IDENTITY

Project: Conduct interviews with University of Minnesota physician specialists (24)

Outcome: Retain University of MN "brand"

LAB SERVICES: PRODUCT LAUNCH

Project: Created comprehensive marketing materials for launch of new laboratory test for Pennsylvania Hospital

Outcome: TripleScreen became new protocol to assess risk factors in pregnancies

FACILITY DEVELOPMENT

Project: Lead facility planning meeting

Client: Forest Lake District Hospital

Outcome: Departments voiced specific needs and issues for new facility built in Chisago

MEDICAL EDUCATION: RECRUITMENT, COMMUNICATIONS, AND ANNUAL REPORTS

Project: Created, edited, and produced clinical newsletter (6 years) based on physician interviews and research; created annual reports, information brochures, & application materials (Pennsylvania Hospital's OB/GYN dept)